

**Quality and Productivity Commission  
30<sup>th</sup> Annual Productivity and Quality Awards Program  
"Heritage of Excellence"**

**2016 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT:** Mandatory Water Restriction Outreach Campaign

**DATE OF IMPLEMENTATION/ADOPTION:** JULY 1, 2015  
(Must have been implemented at least one year - on or before July 1, 2015)

**PROJECT STATUS:** \_\_\_\_\_ Ongoing       X  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?** \_\_\_\_\_ Yes       X  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 This water conservation outreach campaign, consisting of mobile ads and four  
2 community-specific events, has successfully promoted environmental stewardship and  
3 demonstrated the County's leadership in promoting water conservation. As California  
4 entered its fourth year of a record-breaking drought, it was ever more important for  
5 residents to share their own water conservation tips with each other which inspired the  
6 creation of the Malibu Re-Garden parties that resulted in an increased number of  
7 customers signing up for onsite water use efficiency audits. As the only water purveyor  
8 that participated in the 2015 Antelope Valley Fair, thousands of County residents visited  
9 the Waterworks booth to ask questions on the State water usage restriction and desire  
10 to be more water efficient during the drought. Millions of geo-targeted campaign mobile  
11 ads delivered electronically served as a constant reminder for the immediate need of  
12 water conservation. As a result, Los Angeles County Waterworks District Nos. 29 and  
13 40 conserved 5.4 million gallons of water in one year and avoided incurring  
14 \$9.31 million dollars in water costs from water wholesalers.  
15

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 9.31 MILLION	\$	\$	\$ 9.31 MILLION	<input type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> County of Los Angeles Department of Public Works Waterworks Division 900 S Fremont Ave., Alhambra CA 91803		<b>TELEPHONE NUMBER</b> (626) 300-4688
<b>PROGRAM MANAGER'S NAME</b> Iwen Tseng		<b>TELEPHONE NUMBER</b> 626-300-4688  <b>EMAIL</b> ITSENG@DPW.LACOUNTY.GOV
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small>	<b>DATE</b>	<b>TELEPHONE NUMBER</b> (626) 458-5975  <b>EMAIL</b> klyman@dpw.lacounty.gov
Kimberly Y. Lyman <i>Kimberly Y. Lyman</i>	7/5/16	
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>	<b>DATE</b>	<b>TELEPHONE NUMBER</b> (626) 458-4002
Gail Farber <i>Gail Farber</i>	7-5-16	

Quality and Productivity Commission  
**30<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Heritage of Excellence”*

**2016 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT:** Mandatory Water Restriction Outreach Campaign

**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made.

Challenge

In light of the severe drought in California, on April 1, 2015, Governor Jerry Brown ordered mandatory water restrictions to achieve a statewide 25% reduction in potable urban water use. This translated to 32% and 36% reduction, compared to what was used in 2013, for Los Angeles County Waterworks (Waterworks) District Nos. 29 and 40, respectively. These Districts serve 237,000 people in the unincorporated communities of Topanga, a large portion of the Antelope Valley, and the City of Malibu.

For District 29, Malibu and Topanga: Unlike neighboring cities and water companies that have multiple sources of water supply including recycled water, groundwater and surface water, the only source of water supply in District 29 is imported surface water delivered by Metropolitan Water District. Water demand is more economically driven than weather driven; therefore conventional marketing strategies have been ineffective in Malibu. Additionally, a significant portion of the customers have their residences in Malibu as vacation homes and/or have property managers or accountants handle their water bills. As a result, messages via direct mailing often do not reach the property owners. In addition, the majority of Malibu is located within the California Fire’s Very High Fire Hazard Severity Zone. Fearing for property loss during extreme dry weather, customers tend to irrigate landscape that surrounds their structures more than usual.

For District 40, Antelope Valley: located in the southwestern portion of the Mojave Desert, Antelope Valley has average daily summer temperature range from 63°F to 93°F, and average daily winter temperatures range from 34°F to 57°F. Precipitation ranges from 5 to 10 inches per year. Hot and dry summer winds may cause customers to water frequently to keep non-native plants alive. Customers typically keep irrigation off in the cold season which can drop below freezing. As a result, it is very difficult to reach 32% reduction goal in the winter when the majority of the water use occurs indoors.

Solution

Considering the prevalence of online communications using mobile devices, the campaign focused on utilizing small banner ads in mobile apps, games and mobile websites. This type of service sets up real-time parameters for mobile ad placements and cuts through the clutter of online ads and allows advertisers to reach the right people with customized messages. Code can be “wrapped” on any clickable element designed in order to get a sense of what users did on the site after they clicked. Google Analytics embedded in the Waterworks’ website also provided statistics for analysis, such as time spent on website after ads clicked.

**Quality and Productivity Commission**  
**30<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Heritage of Excellence”**

**2016 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT:** Mandatory Water Restriction Outreach Campaign

The campaign utilized two advertising methods (RTBiq and Division D) that offer extensive analytics services to target very specific geographic areas (geo-target), ensuring that the message is only delivered to the appropriate audiences, Waterworks' customers. For both Districts, strategic social media content were crafted to promote the Re-Garden parties, the Antelope Valley Fair water conservation display, the Malibu One Water Festival, drought watering restrictions and general water saving tips. In tandem, a targeted online ad campaign aired to raise awareness of the reduction requirements and direct customers to the Waterworks' website where water conservation rebate programs and simple tips were available. This knowledge can be easily shared with other County departments on best practices for engaging with residents as a government agency on social media sites.

For District No. 29, by educating customers “on their own turf” where they were more receptive towards receiving information, two Re-Garden parties were organized and hosted by local Malibu residents to engage hard-to-reach audiences, in partnership with the County Fire Department, the City of Malibu, West Basin Municipal Water District, local landscape architects, and Waterwise Consulting. At these events, residents listened to water, fire, garden experts and most importantly, the advice from their own neighbors who shared water saving tips. In addition, at the Malibu One Water Festival, Waterworks hosted an educational booth with information on finding and fixing leaks, drought tolerant landscaping, and partnered with the Discovery Cube to provide where-does-your-water-come-from game shows.

In District No. 40, the interactive booth at the 2015 Antelope Valley Fair was a great success. More than 200,000 people visited the Antelope Valley Fairground during the Fair. Thousands of visitors stopped by the booth during this 10-day event, and Waterworks staff answered hundreds of questions related to the drought, native landscaping, watering restrictions, rebate programs, and water waste reporting. This type of event helped strengthen the relationship with the communities and showcased the County's leadership in promoting water conservation.

**Benefits**

The campaign ads achieved 8.8 million impressions with a click-through-rate of 0.24%, compared to the 0.06% national average. The mobile ads were constantly refreshed to drive even more traffic to Waterworks' website that has the most up-to-date water conservation information. Given 237,000 County residents served by the Los Angeles County Waterworks District Nos. 29 and 40, each resident could have potentially seen the campaign ad 37 times. The customers in these two districts not only conserved 5.4 million gallons of water in one year, they also helped the County avoid the \$10,000/day penalty from the State Water Resources Control Board which resulted in \$9.3 million dollars in reduced water costs from water wholesalers.

Quality and Productivity Commission  
30<sup>th</sup> Annual Productivity and Quality Awards Program  
"Heritage of Excellence"

2016 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT:** Mandatory Water Restriction Outreach Campaign

**LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):** Use Arial 12 point font

The geo-target mobile ads can be utilized by other County departments to effectively promote critical or new programs.

This outreach campaign is noteworthy for its innovation, effectiveness and promotion of sustainability. It promoted intergovernmental cooperation and coordination in addressing shared problems; enhanced the level of resident participation in and the understanding of government programs; upgraded customer service and reduced paper waste by delivering messages electronically; reduced water use tremendously in a historical drought; and saved millions of dollars in the cost of water which resulted in reduced operational and maintenance cost on the infrastructure.

This project fulfills all three County-wide strategic plan goals: operational effectiveness/fiscal sustainability (Goal 1), community support and responsiveness (Goal 2) and integrated services delivery (Goal 3).



**Quality and Productivity Commission**  
**30<sup>th</sup> Annual Productivity and Quality Awards Program**  
**"Heritage of Excellence"**

**2016 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT:** Mandatory Water Restriction Outreach Campaign

**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
<b>\$ 9.31 MILLION</b>	\$	\$	<b>\$ 9.31 MILLION</b>	<input type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

	Volume of Water Conserved in 12 months (million gallons)	Unit Cost of Purchased Water from Wholesaler*	Estimated Annual Cost Avoidance
District 29	535	\$1,254/AF	\$2.06 Million
District 40	4,873	\$485/AF	\$7.25 Million
<b>Total Annual Cost Avoidance</b>			<b>\$9.31 Million</b>

\*1 acre foot (AF) = 325,851 gallons